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U. S. Army Chaplain School
Fort Hamilton, New York
81200 Apr 63

SUBJECT: Chaplain Budgeting and Supply Activities.

1. PROBLEM. To determine whether the chaplain budgeting and supply activities on an installation should be conducted by a chaplain or a Warrant Officer.
2. ASSUMPTIONS.
 - a. The professional program of the chaplain will become inadequate in proportion to the amount of time he is compelled to devote to such administration duties as budgeting and supply.
 - b. With the Army increasing its manpower, the recruiting of chaplains, especially in certain denominations, is becoming more difficult.
3. FACTS BEARING ON THE PROBLEM.
 - a. The Army policy today is to place more and more importance on budgeting and supply activities.
 - b. The chaplain trained as a professional person is not usually qualified in the field of budgeting and supply.
 - c. Warrant Officers are trained in this field to a certain degree.
 - d. There is no existing Department of the Army policy governing whether the chaplain or the Warrant Officer should conduct budgeting and supply in the chaplain section.
 - e. For details, see Annex A.
4. DISCUSSION.
 - a. Advantages in having the Warrant Officer conduct chaplain budgeting and supply activities: (These are concurrently, disadvantages of having the chaplain conduct budgeting and supply activities.)
 - (1) It would relieve the chaplain from a time consuming activity in which he is not normally trained.
 - (2) Warrant Officers have a MOS (761A -- Unit Supply Technician) in the field of supply -- some have the additional experience for budgeting -- therefore they can do a more professional and efficient job.
 - (3) Chaplains relieved of the task of budgeting and supply could spend more time with their religious and pastoral duties in which they are competent.
 - b. The only advantage to have the chaplain conduct budgeting and supply activities would be that he understands how the activities are related to his particular field and he could oversee the work of the Warrant Officer. (Concurrently, a disadvantage for having the Warrant Officer conduct the chaplain budgeting and supply activities is an installation.)
 - c. For details, see Annexes A, B, C, & D.
5. CONCLUSION. Warrant Officers should conduct chaplain budgeting and supply activities on an installation.
6. ACTION RECOMMENDED. That the conclusion in paragraph 5 be approved.

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Chaplain (Major) USA

ANNEXES: A -- Discussion (Importance of Budgeting and Supply)
B -- Discussion (Mission of the Chaplain)
C -- Summary of Comments
D -- Letter from Chaplain Nichols
E -- Consideration of Nonconcurrences
F -- Letter to Chief of Chaplains

ACTION BY APPROVING AUTHORITY:

Apprpved (disapproved), including (excluding) exceptions as noted.

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Annex A -- Discussion (Importance of Budgeting and Supply)

The Army policy today is to place more and more importance on budgeting and supply activities. This is confirmed by the following quotations:

1. "During the past decade the Army has developed improved management practices and has standardized new procedures centered around a cost of performance type budget. These procedures, applicable primarily in nontactical operations, control the costs of operations by putting these costs on a pay-as-you-go basis." Page 2, Army Management, U. S. Army Management School, Fort Belvoir, Va.
2. "The Secretary of each military department, subject to the authority, direction and control of the Secretary of Defense, shall cause budgeting, accounting, progress and statistical reporting and internal audit and administrative organization structure and managerial procedures relating thereto in the department of which he is the head to be organized and conducted in a manner consistent with the operations of the Office of the Comptroller of the Department of Defense." Sec. 402 (a), Title IV, Public Law, 216.
3. "----that all chaplains should be familiar with the Army Command Management System." Para 15a, Fourth U. S. Army Manual 165-1 (under provisions of Sec VII, AR 310-10).
4. "The mission the chaplain is to accomplish in the management structure (9020.1000) is to provide religious services, religious education, pastoral activities, character guidance, etc." Para 20e, Fourth U. S. Army Manual 165-1 (under provisions of Sec XVI, AR 1-11).

With the increased amount of work placed on the chaplain in the field of budgeting and supply as shown above, we also have the problem of not having enough chaplains in certain denominations to carry on religious and pastoral duties. The following are some related quotations:

1. "There is a acute shortage of priests serving in the Armed Forces. Our servicemen are being cared for in spiritual things for the lack of priests in uniform. I appeal to the Bishops and Provincials of the U. S. to give more of their priests to the services." Newsletter, Military Ordinariate, January 1960. (Quoting Francis Cardinal Spellman -- Military Vicar.)
2. "The U. S. Army needs 150 Catholic priests in order to be at full strength for Army Catholic chaplains." The Catholic Sun, Syracuse, New York, 7 February 1963.
3. Newsletters from the Chief of Chaplains also note a lack of chaplains in other denominations besides Catholics.

Annex B -- Discussion (Mission of the Chaplain)

Per se, the chaplain trained as a professional person he should carry out the primary mission set aside for him by the Army. To confirm this we make the following quotations:

1. "The chaplain is a clergyman in uniform. He represents religion which teaches fortitude, reverence, and justice as well as kindness, sympathy, and humility. The duties of the chaplain as a religious and spiritual leader are established by law and the ecclesiastical usages which pertain to his profession as a clergyman. The mission of the chaplain is to promote religion and morality in the Army and to minister to the spiritual and moral needs of military personnel, their dependents and authorized civilians. He has a leading role in the deliberate and systematic cultivation of moral and spiritual forces in the Army. Our nation was founded on principles that are rooted in religion. The Army, pledged to the defense of the nation, must be a stronghold of these principles. A spiritual sense of obligation to duty, together with native bravery and thorough training, will produce the best type of soldier in the American tradition. The chaplain will stimulate and guide the growth of the spiritual and moral sense of obligation to enable the soldier to be a faithful citizen and a devoted defender of the nation." Para 3, Status and Mission of the Chaplain, FM 16-5, The Chaplain, Department of the Army, 1958.

2. "In carry out his mission in the Army, the chaplain-- a) Acts as adviser and consultant to the commander and his staff in all matters which pertain to religion, morals, and morale of the command. b) Provides opportunities for worship, public and private, consistent with the religious beliefs, customs, and practices of the military personnel, their dependents, and authorized civilians. c) Provides for the proper and appropriate administration of rites, sacraments, and/or ordinances. d) Provides religious education and instruction consonant with the desires of the individual concerned. e) Provides character guidance instruction. f) Provides pastoral care such as counseling, spiritual guidance, visitation of the sick and the incarcerated, and making pastoral visits to barracks, quarters, training, and recreational areas. g) Cooperates with religious groups and welfare agencies in civilian communities. h) Plans and provides a program of cultural and social activities consistent with the religious need of the command." Para 4, Functions of the Chaplain, FM 16-5, The Chaplain, Department of the Army, 1958.

3. "The chaplain is required by law to conduct appropriate public religious services for the command to which he is assigned." Para 21, Worship Services, FM 16-5, The Chaplain, Department of the Army, 1958.

4. "Provide the commander and staff with ---- funding data" and "coordinate such matters as site plans, justification data, priorities, programming and funding for construction of chapels." AR 165-15, Religious Activities, (Department of the Army, 1960).

5. "Prepare estimates and request of funds for religious activities." AR 165-15, Religious Activities, (Dept. of Army 1960).

Annex C -- Summary of Comments

SUMMARY OF COMMENTS

1. (Warrant Officer W-4, Ernest H. Tupper of the DSVC section of Headquarters, 2d Logistical Command, Fort Lee, Va.) -- By all means the supply and budgeting management of a chaplain section at an installation should be done by a Warrant Officer. They do not have a MOS in budgeting. They have a 761-A which is General Supply but this always involves budgeting, too. The chaplain should give technical supervision, but he certainly need not become inmeshed in the mechanics required. Let me warn you against considering a civilian for the job. They may be able to provide "continuity" -- but therein lies the danger! They become ensconced and unmoveable and heaven help the person who tries to change their ways. No, supply and budgeting should be in the hands of a good soldier specialist who is changed occasionally. This is healthy. I vote for the Warrant Officer.

2. (Chaplain (Lt Col) Milton B. Crist, Staff Chaplain of 2d Log Command, Fort Lee, Va) -- Give the job to a civilian. McNamara says we have 10,000 military personnel in jobs that should be done by civilians and I think this is one of them. A chaplain can't be bothered with all the technical know-how required to do the job. A civilian stays longer, understands the post procedures, and he usually cooperates 100% with a good supervisory chaplain. I think we'd be miles ahead working with a good civilian but let him do the job.

3. (Captain Charles E. Wylie, Finance Section, 2d Log Command, Fort Lee, Va). -- A Warrant Officer for supply and budget matters of an installation chaplain section? I wouldn't think so. They are taking Warrant Officers out of finance. I've just replaced Warrant Officer Ralph B. Weston in this finance section. He was transferred to Post AG section. I should think you would want either a chaplain or a civilian.

4. (Chaplain (Lt Col) Boniface M. Moll, Senior Chaplain, U. S. Army Tripler General Hospital, APO 438, San Francisco, Calif.) -- When I was Division Chaplain of the 25th Infantry Divid on from July 1960 to September 1962, I was very disturbed because we had to assign a chaplain to do budgeting and supply work. He did little else. His real work as a clergyman was lost. I recommend strongly that budgeting and supply should be done ~~done~~ by a Warrant Officer.

5. (Chaplain (Major) Albert Bull, Student Detachment, U. S. Army Chaplain School, Fort Hamilton, N. Y.) -- When I was stationed at Fort Benning, Ga., we had a Warrant Officer do the budgeting and supply work and it was done in a professional and efficient manner. We knew where we stood and we did not tax the chaplain section by taking a chaplain from his real role. *adB.*

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SUMMARY OF COMMENTS

6. (Chaplain (Major) Ben Price, Instructor in Budgeting at the U. S. Army Chaplain School, Fort Hamilton, New York.) -- I think that chaplain budgeting and supply activities on an installation should be conducted by a chaplain. Even if you have a Warrant Officer or a civilian do the job it still will be necessary for the chaplain to supervise. In order to supervise the chaplain must know what is to be done. Otherwise, the chaplain section in many cases will not get full service in this important field. Once the chaplain studies the work and sets up a system it is not too difficult and will not take up too much of his time. *AK*

7. (Chaplain (Col) John Gaertner, U. S. Army, Hawaii, APO 957, San Francisco, Calif.) -- I am in favor of a Warrant Officer for the job of budgeting and supply. I desire the chaplain under my supervision ~~should~~ be professionally competent. It is hard to do your professional work if tied down with other duties that are not allied.

8. In order to get an overall picture of this question -- whether we should use a chaplain or a Warrant Officer in chaplain budgeting and supply activities on an installation, a survey was made. Most of the members of the present Career class (16 - C - 22) were asked for their comments concerning this question. The majority of the chaplains (80%) favored the work to be done by a Warrant Officer. The chaplains gave the reason for their choice the fact that by having the Warrant Officer do the budgeting and supply work they could do more ⁱⁿ the line of religious and pastoral duties.

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Annex D -- Letter from Chaplain Nichols

HEADQUARTERS
U.S. ARMY AIR DEFENSE CENTER
OFFICE OF THE CHAPLAIN
FORT BLISS, TEXAS

2 April 1963

Chaplain (Major) Lasalle E. Lenk
Student Detachment
U. S. Army Chaplain School
Fort Hamilton, New York

Dear Chaplain Lenk:

Chaplain Curtis referred your letter of 27 March to me. Supply and budgeting are part of my work, and I am interested in your topic "to determine whether the chaplain budgeting and supply activities on an installation should be conducted by a chaplain or an Warrant Officer."

As you have possibly observed, at most installations this work is done by a chaplain. One exception I recall was at Fort Benning in 1957. A Warrant Officer was responsible for supply and administration there. I don't know if that is still the case.

At Fort Bliss, this office budgets for all the chaplains and issues ecclesiastical supplies. (Office equipment and office supplies are furnished by the chaplain's organization.) Our office keeps a sub-account for each of our ten chapels. The senior using chaplain has signed a hand-receipt from us. As additional non-expendable ecclesiastical equipment is provided, additions are made to the hand-receipt. All property must be checked semi-annually.

In December of each year our office receives from the senior using chaplain of each chapel an estimate of ecclesiastical equipment that will be required for the coming fiscal year. We sift through these requests and submit a budget through G1 in January. G1 includes it with the over-all budget for which he is responsible and forwards it to the Comptroller for the Post composite. When the final figure is returned to us in June or July, we make any amendments necessary, and then operate within the framework of that budget. Most of our chaplains are not familiar with procedure in all of this, and it takes awhile for them to learn it.

The advantages of having a Warrant Officer do this work are twofold:

(1) By training, he is usually better prepared to do the work of budgeting and supply.

(2) The chaplain can be released for the more spiritual aspects of his work.

Chaplain (Major) Lasalle E. Lenk

2 Apr 63

The advantages of having a chaplain do this work are as follows:

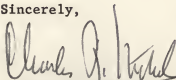
(1) The chaplain is more sympathetic to the real needs of the other chaplains and, by virtue of his training as a chaplain, is aware of what the chaplains need.

(2) It will be only as chaplains know and understand supply and budgeting that the total chaplain program in these areas can be helped. The chaplain can best know and understand by actually working in these areas. The continued use of warrant officers would make for a "generation" of senior chaplains who would be hindered in these areas because of a lack of understanding.

As you can see, the coin can be tossed into the air and can be argued no matter which side comes down. Take your pick, and work it from there.

Incidentally, you and I were together at Chaplain School in 1957. I'm looking forward to seeing you again when you come to Bliss. Let me know if I can help you in any way.

Sincerely,



CHARLES R. NICHOLS
Chaplain (Maj) USA
Administrative Chaplain

P.S. Give my regards to Chaplain Homer. I came back to the office last Friday after a three-week course at Fort Benjamin Harrison, and was handed a letter he had sent to the Center Chaplain about a problem he is working on. I sent the answer out to him today. CRN

Annex E -- Consideration of Nonconcurrences

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CONSIDERATION OF NONCONCURRENCES

In any study of this sort there is bound to be some who disagree. However, by the consideration of the disagreements we may achieve better and more practical ideas. For this purpose then, I will discuss the reasons of those who do not concur that a Warrant Officer should do the job of chaplain budgeting and supply on an installation.

Likewise, I will discuss AR 165-15 where on page 5 under staff duties of the chaplain, the regulation seems to favor the chaplain to do the work of budgeting and supply.

1. (Chaplain Crist and Captain Wylie, 2d Log Command, Fort Lee, Va.) in Annex A, favor a civilian to do chaplain budgeting and supply activities on an installation. This would be excellent if one could find a civilian trained in this field and if the civilian would be loyal to his job. The argument that civilians guarantee continuity is not always true. Many times there is a rapid turnover of civilian personnel on an Army installation and we have the problem of continually training new personnel.

2. (Captain Wylie, 2d Log Command; Chaplain Price, U. S. Army Chaplain School; and Chaplain Nichols, U. S. Army Air Defense Center.) hold that a chaplain should do the chaplain budgeting and supply work on an installation. (It is to be noted that in the above paragraph Captain Wylie favors a civilian. Captain Wylie in the direct quote in Annex A, favors either a chaplain or a civilian.) It is a good idea to have the chaplain do the job if you have enough chaplains in every denomination so that the primary mission of the chaplain is not lessened or destroyed. Chaplain Nichols is very explicit that chaplains for the most part are not familiar with the techniques of budgeting and supply.

3. In the AR 165-15, the section on staff duties, the staff chaplain is instructed to help the commander with, among other duties, programing and funding data, preparing estimates, requesting funds for religious activities, etc. This is important insofar as it helps achieve the primary mission of the chaplain -- that is, in matters pertaining to religion, morals and morale. As shown, the primary mission is paramount. All other functions in the profession of the chaplain are secondary. The chaplain should supervise the secondary duties or functions but not execute them. That is not his profession.

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Annex F -- Letter to the Chief of Chaplains

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U. S. Army Chaplain School

Fort Hamilton, New York

8 April 1963

SUBJECT: Chaplain Budgeting and Supply Activities

TO: Chief of Chaplains
Department of the Army
Washington 25, D. C.

1. I recommend that chaplain budgeting and supply activities on an installation should be conducted by a Warrant Officer rather than a chaplain.

2. Since the Army is placing more and more importance on budgeting and supply activities, if the chaplain is burdened with these duties, it is only logical that his professional work will suffer. Furthermore, it is a major problem today to keep certain denominations of chaplains at full strength in order to carry out the minimum religious and pastoral functions for their personnel.

3. An apparent disadvantage for the Warrant Officer to do the work is that the chaplain is more sympathetic with the needs of the chaplain section. I believe, however, this disadvantage is offset by the many advantages to be derived from the recommended action.

Gregory R. Kennedy
Chaplain (Col) USA
Commandant

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